

Information Paper

CEPA/CERE

7 April 1998

SUBJECT: HQ Communications and Relationships Team 3 Update: March 98 Survey Results and Recommendations

1. Background: HQ Communications and Relationships Team (Team 3) has completed two surveys within the Corps to determine how well the Vision is being communicated and implemented. The first survey was done in July, 1997; the follow-on in March 1998. Subsequent surveys are planned. The surveys were sent via electronic mail to 1,000 random employees in July 1997 and to 1,500 random employees in March 1998. The response rate for each survey was about 23%, but neither survey could be classified as *scientific*.

2. Facts:

a. Corps employees who responded to the survey indicated that many do not understand what they should do to support the vision (7%) or understand to a limited degree (40%). Of those responding, 35% did not understand how and where their organization supports the vision, and 39% had not had discussions with their supervisor about the vision. See Tab A for comparison with July 1997 survey. Note: You may view all the survey results at :

<http://www.usace.army.mil/essc/intra/dcc98surv/>

b. When asked how well **others** understood the Vision, respondents answered that 62% said "not at all" or "to a limited degree." Compare this with how well the respondent understood the Vision themselves in which 47% responded "not at all" or "to a limited degree."

c. Of those responding, 73% said their job performance was measured in some way relative to the Strategic Vision, either informally or in performance standards.

d. Of those responding, 65% said that we have made the most progress on the sub-strategy, "satisfy the customer" and 54% said we had made the least progress on "reshape the culture." Additionally, 53% said we need to place the most future emphasis on "Satisfy the customer."

e. Of those responding to a question about talking to others outside of the Corps about the activities of the Corps, 84% said they talked about "my own job," 73% also talked about activities in "my own geographic area" and 33% talked about Corps activities "outside of my geographic area."

f. Of those responding to a question about how they got information on Corps activities outside of their own geographic area, 75% said Corps publications such as *Engineer Update* and the local newsletter; 62% said other Corps employees, and 25% said other Corps Internet sites.

3. Recommendations:

- a. Commanders and supervisors at all levels are encouraged to keep talking about the Vision, both internally and externally, and seek ways to implement it. .
- b. Communications at all levels should relate the Corps' successes and ongoing work to the Vision Sub-Strategies. This will educate the Corps team on the efforts being made on other areas.
- c. While all Vision Sub-Strategies are important, Commanders and supervisors are encouraged to narrow the focus toward a Vision Sub-Strategy which has high pay-off, such as customer service, serve the Army, or build the team.

Tab A - Survey Question Comparisons

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Survey Question Comparisons

Question	1997	1998
Do you understand what you should do to support the vision?	60% - yes 40% - no	7% - not at all 40% - limited degree 43% sufficiently 10% - very well
Do you understand how and where your organization supports the vision?	59% - yes 41% - no	65% - yes 35% - no
Have you had discussions with your supervisor about the vision?	30% - Yes, at least one 18% - Ongoing 53% - No	39% - Yes, at least one 22% - Ongoing 39% - No